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CENTRAL INTELLIGENCE AGENCY

WASHINGTON, D.C. 20505

16 March 1981

MEMORANDUM FOR ALL EMPLOYEES

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1. A month ago, in the Auditorium, I spoke of the impressive caliber of the people whom I had met in the Agency. Since then I have been on two trips overseas and have had that impression of high quality strongly reinforced by the Chiefs of Station and others with whom I met. Nevertheless, I have been very concerned to learn about a number of recent instances in which Agency employees have failed to maintain the high standards which we expect of our personnel. Some of these cases involved submission of false statements and accountings and mishandling of funds.

2. Our employment relationship with these employees has been terminated, steps have been taken to recover all monies improperly received and the cases have been referred to the Department of Justice for possible criminal investigation and prosecution.

3. We should not underestimate the seriousness of these cases. In recognition of our intelligence mission and national security responsibilities, the Agency has been granted unique authorities which manifest the degree of trust and confidence which is reposed in the Agency. Consequently, even a few instances of improper use of funds assume a very high level of importance and pose a threat to the retention of these authorities.

4. It is the responsibility of lower and middle management, as well as more senior managers, to ensure the probity of our activities. Managers should give the highest attention to their responsibility to carefully examine claims and vouchers, and to question unusual, irregular or unjustified expenditures. They must be alert to signs of personal stress or atypical patterns and must follow up when such signs are visible. Beyond this, all of us must work together to prevent occurrences which detract from our efforts and reputation and undermine the great contributions to the national security of which we are justly proud.

William J. Casey
William J. Casey
Director

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